

Gender Pay Gap Report

About us

Our core purpose

Our core purpose is to provide safe and decent homes for our customers of today and tomorrow.

Our vision

Our vision is to provide great homes, strong communities and inspired people for Sunderland.

Our values

Our values are what we stand for and what we want to be known for. They are what make us, us.



We care about people.



We take accountability.



We shape the future.



We bring leadership.



We deliver.

Our priorities

The safety of our customers and colleagues will always be our number one priority.

We have identified six further priorities which will guide the delivery of our services. We live our values in everything we do from the board room to the front room, to deliver our priorities for our customers.



We know our customers.



We help communities to thrive.



We provide great homes.



We are a great place to work.



We are well governed.



We spend our money wisely.

Welcome

from Susan Fulton,
Executive Director of
Customer, People &
Engagement



We are delighted to share within this year's gender pay gap report that our gender pay gap remains significantly lower than the UK median.

Here at Gentoo, we think it's crucial that we ensure Equity, Diversity and Belonging in all aspects of life. This is crucial in the Workplace. We want all our colleagues to feel comfortable and treat fairly when they are coming to work.

Throughout the report, we will explore the data and look at how as an organisation, we are enabling every colleague at Gentoo to thrive and feel equal.

At Gentoo, we take our gender pay gap seriously and are proactively driving change through a range of initiatives.

Our commitment to fostering an equitable, diverse, and inclusive workplace is at the heart of our approach.

I am very proud of every colleague at Gentoo and I'm confident that there are no obvious barriers for any colleagues, in any role or any part of the organisation.

We are committed to our Equity, Diversity and Belonging journey, and continue to make Gentoo a Great Place to Work.

What is gender pay gap (GPG) reporting?

The gender pay gap is the difference between the average hourly earnings for men and women in an organisation, regardless of their roles.

All UK employers with more than 250 employees are required to report their gender pay gap. This is something we strongly believe in to ensure all workplaces within the UK are diverse and equal.

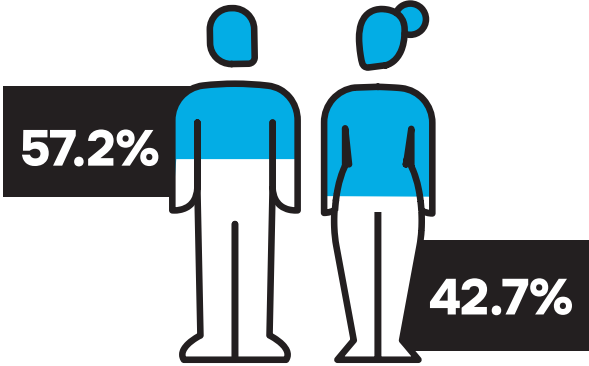
The data is based on calculations set by the government and is significantly influenced by the difference in the number of men and women at various levels within the organisation and their roles.



Our gender pay gap data

The information set out below is based on pay data within the group as of **5 April 2024**.

For the purpose of GPG, we employ 987 colleagues, 565 (57.2%) of which are men and 421 (42.7%) are women.



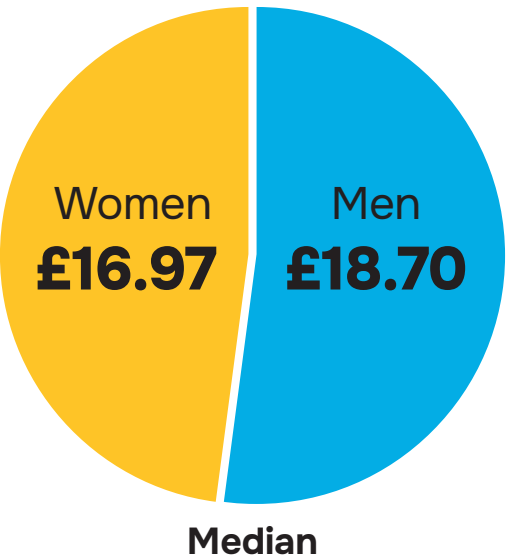
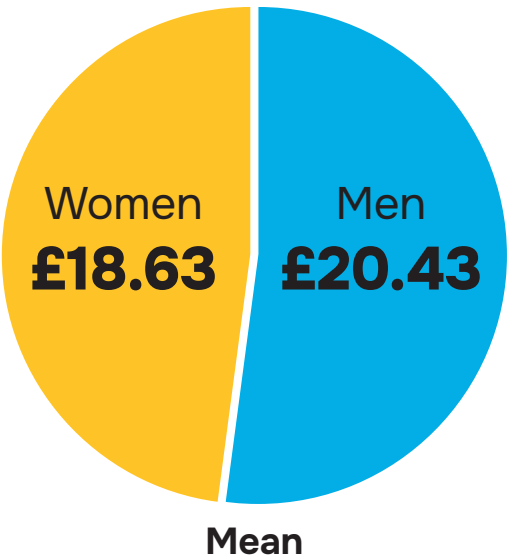
Mean and Median

Mean pay gap

The mean hourly rate is the average hourly wage across the organisation and the mean gender pay gap is a measure of the difference between the hourly wage for men and women.

The **mean** (average) difference in pay was 8.8% between men and women, which means the average salary (hourly rate) for men is 8.8% higher than the average salary (hourly rate) for women.

What does this mean?



Median pay gap

The median hourly rate is calculated by ranking all colleagues from the highest paid to the lowest paid and taking the hourly wage of the person in the middle.

This is the percentage difference between the mid-point male hourly rate and female hourly rate.

Pay Quartiles

The proportion of men and women within each pay quartile for the Group is shown in the charts below:

Quartile	No. of Men	% Men	No. of Women	% Women
Lower	120	48.8%	126	51.2%
Lower Mid	84	34%	163	66%
Upper Mid	194	78.9%	52	21.1%
Upper	167	67.6%	80	32.4%

Bonuses at Gentoo

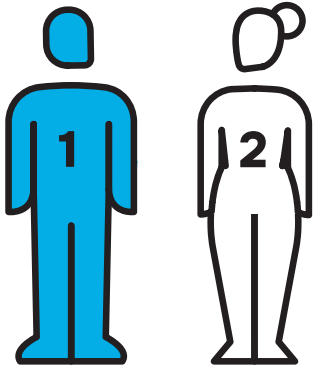
Gentoo Homes colleagues receive bonus payments and follow the same Sales Bonus Policy, regardless of gender.

Bonuses are awarded based on performance and are available to those working in the sales function, with payments reflecting the number of sales made.

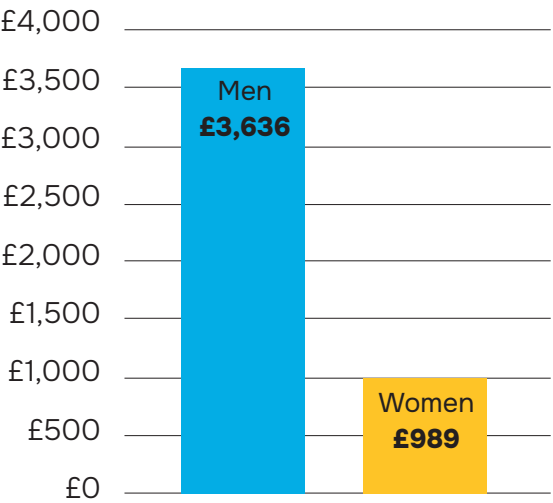
Overall, we had **3** colleagues that received a bonus:

As a proportion of the workforce, **0.2%** of the men workforce and **0.5%** of the women workforce received a bonus.

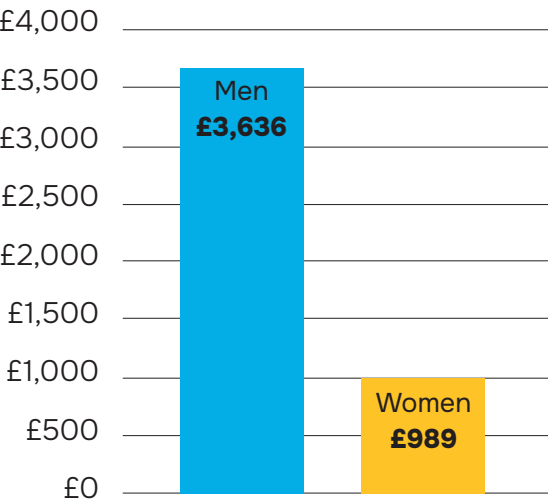
The difference in mean **bonus** payments within the Group is **72.8%**.



Mean difference



Median difference

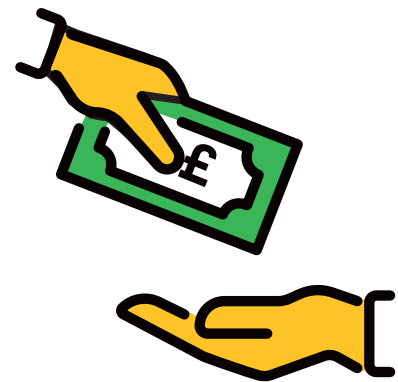


The median difference in bonus payments within the Group is **72.8%**.

What does the data mean?

Equal pay is different to the gender pay gap. It deals with the pay differences between men and women who carry out the same or similar jobs, or work of equal value. Every colleague at Gentoo is paid the Real Living Wage or above.

A key factor influencing our GPG is the composition of our workforce, where 57.2% of colleagues are men and 42.7% are women. Even when pay structures ensure equal pay for equal work, gender representation across different job levels and functions can impact the overall gap.



At 9.3%, Gentoo Group's gender pay gap remains significantly lower than the UK median of 14.9%. While this demonstrates our progress, we recognise that there is still work to do.

Our data highlights that a higher proportion of men currently occupy roles in the upper and upper-mid quartiles (67.6% and 78.9%, respectively). Many of these roles, such as construction, site management, and compliance trade positions, have historically attracted more men candidates due to sector-wide trends. However, we are actively working to address this through targeted outreach and career development initiatives.

Encouragingly, we have already taken steps to increase women representation at senior levels. While the proportion of men in the upper quartile increased slightly from 66.5% in 2023 to 67.6% in 2024, we anticipate a shift as our recent senior women appointments take effect from April 2024 onwards. Notably, within our Leadership and Executive team, we have a strong gender balance, with six women leaders working alongside nine men colleagues, and the median hourly pay for women leaders slightly exceeding that of their male counterparts.

These insights reinforce our commitment to creating a more balanced workforce where all colleagues have equal opportunities to develop and progress.

Equal Pay: our commitment to fairness

At Gentoo, we are proud to be an equal-paying employer, ensuring that all colleagues receive fair and competitive pay regardless of gender, role, or any other protected characteristic. Our commitment to pay equity means that colleagues performing the same role receive equal pay.

To uphold our commitment to equal pay, we:

- Regularly benchmark salaries – We compare our pay structures against industry standards to ensure that colleagues are paid fairly at the median of the market. This helps us attract, retain, and reward talent competitively.
- Maintain pay transparency – We openly advertise salaries on job postings to ensure clarity and fairness in our recruitment process.
- Conduct equal pay audits – We regularly review our pay data to identify and address any disparities, ensuring that our approach to pay remains fair, consistent, and aligned with best practices.
- Uphold equity in career progression – Our commitment to fair pay extends beyond salaries; we also ensure that access to career development, training, and leadership opportunities is equitable across all roles and levels.
- Inclusive recruitment policies – Our recruitment processes are designed to remove barriers and encourage diverse applications. This includes openly advertising salaries on job postings, offering enhanced flexible benefits, and implementing best-practice policies to support a more diverse workforce.

Equal pay is a fundamental principle at Gentoo, and we will continue to take proactive steps to maintain a fair and transparent pay structure that recognises and rewards the contributions of all our colleagues.

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Recruitment and retention

We are committed to attracting, developing, and retaining a diverse and talented workforce that reflects the communities we serve. By embedding inclusive recruitment practices and fostering a workplace culture where every colleague can thrive, we are ensuring that career progression is based on talent and potential, not background or gender.

One of our key priorities is to increase the proportion of diverse hires, both internally and externally into senior roles. Through a range of targeted initiatives, we are creating more opportunities for female talent to progress into leadership positions and succeed at every level of our business.



Inclusive recruitment practices

To continue building a diverse pipeline of talent, we are taking proactive steps to ensure that our recruitment process is fair, transparent, and inclusive:

Gender-neutral recruitment marketing – We use specialist software to create gender-neutral job advertisements, ensuring that our talent attraction strategies appeal to all candidates and eliminate unconscious bias.

Encouraging the next generation of female talent – We actively engage with schools, colleges, and universities across the region to inspire more women to explore careers in housing, construction, and leadership roles within Gentoo.

Championing women in construction and social housing – Through targeted marketing campaigns and partnerships, we are raising awareness of career opportunities for women in traditionally male-dominated fields, supporting industry-wide change.

Inclusive recruitment policies – Our recruitment processes are designed to remove barriers and encourage diverse applications. This includes openly advertising salaries on job postings, a flexible and hybrid working model, enabling colleagues to balance work with personal responsibilities and implementing best-practice policies to support a more diverse workforce.

Retaining and developing our people

Recruitment is just the first step. Retaining and developing our talented colleagues is equally important, and we are committed to fostering an inclusive workplace where everyone feels valued, supported, and empowered to succeed:

Embedding inclusive behaviours and leadership
Our strong values-driven culture ensures that colleagues and managers understand and champion inclusive behaviours. Through dedicated management and leadership training and Brilliant Conversations, we create an environment where concerns can be openly raised and addressed.

Accelerating female career progression
Our next phase of focused development will be through the introduction of a modernised Aspiring Leaders Program that will be designed to identify, support, and accelerate the pipeline of female talent into senior leadership roles. By providing mentorship, leadership development, and structured career pathways, we are equipping female colleagues with the tools to succeed at the highest levels.

Industry-leading benefits to support work-life balance
We recognise that flexibility is key to retaining top talent. Our benefits package includes:

- 31 days of annual leave, plus bank holidays, with the ability to purchase an additional 5 days
- 2 weeks of fully paid carers' leave
- Enhanced family-friendly policies
- A flexible and hybrid working model, enabling colleagues to balance work with personal responsibilities
- 36 hour working week over 4.5 days

Equal pay is a fundamental principle at Gentoo, and we will continue to take proactive steps to maintain a fair and transparent pay structure that recognises and rewards the contributions of all our colleagues.

What we are doing to reduce the gender pay gap?

We will continue to work hard to support gender equality at Gentoo and we will be supporting this by the following initiatives:



✓ **Enhancing Equity, Diversity, and Belonging (EDB)** – Our newly launched EDB Framework strengthens our commitment to creating a workplace culture built on fairness, respect, and inclusion. We actively collaborate with internal networks and external partners to champion diversity.

✓ **Attracting women to male-dominated roles** – To break down industry stereotypes, we are working closely with schools, colleges, universities, and our trades academy to showcase career pathways in construction and technical roles for women.

✓ **Bias-free recruitment and career progression** – We are continuously reviewing our recruitment processes, including the use of gender-neutral language in job adverts, to encourage more female applicants in underrepresented roles. We also monitor gender representation in recruitment, promotions, and talent development to ensure equal opportunities for progression.

✓ **Ensuring fair and competitive pay** – We regularly benchmark salaries across our organisation and sector to ensure fairness and transparency in pay structures.

✓ **Diverse and inclusive leadership: strengthening our Board** – At Gentoo, we believe that true progress starts at the top. That's why we have taken proactive steps to increase female representation on our Board and ensure that all Board members are equipped with the knowledge and skills to champion Equity, Diversity, and Inclusion (EDI) across our organisation.



✓ **Investing in future female leaders** – We are reviewing and introducing Aspiring Leaders Programmes and career development initiatives specifically designed to support female colleagues in achieving their leadership ambitions. This includes:

- Leadership mentoring schemes pairing aspiring female leaders with senior colleagues for guidance and career support
- Development workshops focused on confidence-building, career planning, and leadership skills
- Internal sponsorship programs where senior leaders actively advocate for female colleagues' career progression
- Targeted leadership training to equip women with the skills and experience needed for senior roles

✓ **Real-time monitoring and action** – We conduct interim reviews of our gender pay gap data to identify emerging trends and implement further initiatives as needed.

✓ **Supporting colleagues through life events** – Recognising that certain life events may disproportionately impact women, we are committed to policies that support work-life balance, such as flexible working, parental leave, and menopause support.

Gentoo is committed to continuous improvement. By embedding these initiatives into our culture, we are taking meaningful steps to close the gender pay gap while ensuring that all colleagues have the opportunity to thrive in their roles.

If you require this information in a different format,
please email **communications@gentoogroup.com**

The information provided is accurate and was
calculated using the methods set out in the gender
pay gap reporting legislation.